MULTIMEDIA UNIVERSITY

STUDENT ID NO

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# MULTIMEDIA UNIVERSITY

# FINAL EXAMINATION

**TRIMESTER 1, 2022/2023 (TERM ID 2215)**

## BIM2094 – INTERNATIONAL MANAGEMENT

(All sections/Groups)

23 FEBRUARY 2023
9.00 a.m – 11.00 a.m
(2 Hours)

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## INSTRUCTIONS TO STUDENT

1. This question paper consists of 2 pages with 2 sections.
2. Attempt **ALL** questions. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

**SECTION A: CASE STUDY**
**ANSWER ALL THE QUESTIONS.**

**QUESTION 1**

Over the last five years, Corley & Finn, a regional investment brokerage house, has been extremely profitable. Some of its largest deals have involved cooperation with investment brokers in other countries. Realizing that the world economy is likely to grow vigorously over the next 25 years, the company has decided to expand its operations and open overseas branches. In the beginning, the company intends to work in cooperation with other local brokerages; however, the company believes that within five years, it will have garnered enough business to break away and operate independently. For the time being, the firm intends to set up a small office in London, U.K and another in Tokyo, Japan.

The firm plans on sending four people to each of these offices and recruiting the remainder of the personnel from the local market. These new branch employees will have to spend time meeting potential clients and building trust. This will be followed by the opportunity to put together small financial deals and, it is hoped, much larger ones over time.

The company is prepared to invest whatever time or money is needed to make these two branches successful. "What we have to do," the president noted, "is establish an international presence and then build from there. We will need to hire people who are intensely loyal to us and use them as a cadre for expanding operations and becoming a major player in the international financial arena. One of our most important challenges will be to hire the right people and motivate them to do the type of job we want and stay with us. After all, if we bring in people and train them how to do their jobs well and then they don't perform or they leave, all we've done is spend a lot of money for nothing and provide on-the-job training for our competitors. In this business, our people are the most important asset, and clients most often are swayed toward doing business with an investment broker with whom they think they can have a positive working relationship. The reputation of the firm is important, but it is always a function of the people who work there. Effective motivation of our people is the key to our ultimate success in these new branches."

Source: *Motivation Is the Key*, pg453 from Luthans, F. & Doh, J.P. (2012). International Management: Culture, Strategy, and Behavior, 8th edition, McGraw Hill.

(a) Discuss what type of hiring approach will be adopted by Corley & Finn when setting up their overseas branches in London and Tokyo. Provide **THREE (3)** reasons why Corley & Finn would like to adopt that approach in hiring. (10 marks)

(b) Japan scored the following values on Hofstede's cultural dimensions: Uncertainty avoidance: 92, Individualism: 46 and Masculinity: 95 (source: adapted from Hofstede Insight). Based on the scores given, suggest recommendations on how to motivate the personnel in Tokyo. (15 marks)

**Continued ...**

(c) U.K scored the following values on Hofstede's cultural dimensions: Uncertainty avoidance: 35, Individualism: 89 and Masculinity: 66 (source: adapted from Hofstede Insight). Based on the scores given, suggest recommendations on how to motivate the personnel in London. (15 marks)

(d) Suggest the type of organizational culture and explain why you think that organizational culture would most people in Tokyo feel comfortable with. (5 marks)

(e) Suggest the type of organizational culture and explain why you think that organizational culture would most people in London feel comfortable with. (5 marks)

[Total: 50 marks]

**SECTION B: STRUCTURED QUESTIONS**
**ANSWER ALL THE QUESTIONS.**

**QUESTION 1**

(a) Discuss **THREE (3)** negotiation tactics that can be used in international negotiation. Explain your answer with relevant examples. (15 marks)

(b) Once the MNC has selected the country in which to locate, the firm must choose the specific locale. Discuss **FOUR (4)** factors that might affect MNC in making this decision. (10 marks)

[Total: 25 marks]

**QUESTION 2**

(a) Discuss the differences among Theory X manager, Theory Y manager and Theory Z manager. (15 marks)

(b) Discuss **FOUR (4)** factors that influence international managers' conclusion in delegating decision making to a subsidiary. (10 marks)

[Total: 25 marks]

**End of Paper**